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By: 28

8 OCT 1958

25X1A9a MEMORANDUM FOR: [REDACTED] Special Assistant to the
Director of Personnel

SUBJECT : Survey of Agency Personnel Administration

1. Colonel White, in a memorandum dated 16 June 1958 addressed to me, points out that little standardization exists among personnel units in the DDP and that methods of personnel handling and processing vary considerably. He further states that this raises a question as to whether the total number of Agency employees engaged in personnel activities is excessive and he concludes that it is very important that this matter be studied thoroughly with the aim of standardizing, where possible, the various Personnel organizational units, streamlining procedures, and reducing the number of employees engaged in personnel work.

25X1A9a 2. Our progress report to Colonel White dated 15 September 1958 is attached for your information. You will note that we state in Paragraph 5 that a senior officer of the Office of Personnel will carry out a review of personnel procedures in collaboration with the Management Staff. The target date for submitting findings is given as 15 January 1959. If you and Mrs. [REDACTED] feel that you cannot meet this deadline, may I suggest that you take up the question of timing with Mr. [REDACTED]. He will be able to set a reasonable date for conclusion of the study based on his experience with such matters.

25X1A9a 3. Since we are confronted with the problem of the total number of Agency employees engaged in personnel activities, it is my belief that the review should extend beyond the DDP, should include the other two principal areas of the Agency and should most certainly concentrate on the Office of Personnel.

4. The survey will have as its ultimate objective the increased efficiency of the personnel mechanisms of the Agency. By efficiency we mean the effectiveness of operation as measured by a comparison of production with cost in energy, time and money. Production in the field of personnel management is the totality of sound and viable decisions reached with regard to individuals plus implementing actions. The survey should concentrate on the staff work required to support Agency officials in reaching decisions and on the implementing actions. The problem how to make Agency officials do their part in the management of personnel efficiently and effectively lies beyond the proper scope of this study; however, the decision-making process will be described and its effectiveness in the various components of the Agency will be evaluated.

5. I would propose that the survey be initiated at the operating level and conducted along the following lines in each area:

a. The establishment of facts. Personnel work done by all individuals having to do with the two phases of personnel work mentioned above (staff support and implementation) must be studied individually and in relationship with similar undertakings performed laterally and at lower and higher levels in the chain of command. In establishing facts, the following questions should be asked:

- (1) Is the staff support provided to officials who must make personnel decisions adequate?
- (2) Is this work performed in compliance with Agency regulations?
- (3) Are the files that have been assembled in the units and desks adequate? duplicatory? unnecessary?
- (4) Is unnecessary work being generated?
- (5) Does the unit employ black-market forms?
- (6) Is the unit equipped to implement decisions efficiently?
- (7) To what extent do personnel engaged in this work require training?
- (8) To what extent are SP personnel employed efficiently in the area? Are more needed, or fewer? Is it possible, by work simplification or by improved decision-making, to reduce the number of persons having to do with the technical phases of personnel work?
- (9) What is the total effect of the personnel programs in this area?

b. After these questions have been asked, the surveyor should draft his proposed conclusions and recommendations. This draft will not be acted upon or finalized until the work at the Career Service level and the Office of Personnel level has been surveyed and the inter-relationships of these various echelons have been studied with a view toward work simplification and efficiency.

6. Your final report should include all of the recommendations that can be justified and defended on the basis of your study. You may discover certain problem areas which cannot be adequately dealt with in the course of your survey. For example, had you undertaken the survey a year ago you would have found the administration of the Agency's overtime compensation policies uneven and something of a problem. This is the type of

question that can only be resolved at the Career Council level, and therefore your recommendation in this case would have been that it be further studied by this office. I would then have taken the various steps necessary to review the matter and get it to the Council. Border-line cases can, of course, be taken up with me.

7. May I ask that you and Mrs. [REDACTED] review this memorandum and then be prepared to discuss it with Mr. [REDACTED]. He has offered to review the objectives of this study and to shape it up in a professional way.

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/s/ Gordon M. Stewart

Gordon M. Stewart
Director of Personnel

Attachment:

Progress Report, 15 September 1958, to DDS

Distribution:

- 0 & 1 - Addressee w/1 copy att a/s
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